SOLVING CONSTRUCTION PROJECT DELAYS AS SDGS: EVIDENCE FROM INDONESIA

Dwi Putranto Riau¹
Junaidi Junaidi²
Tora Akadira³
Muhtarom⁴
Bambang Agus Diana⁵
Faizal Madya⁶

ABSTRACT

Objectives: For the service provider, the contract will be terminated by the Government, and it will be noted that they cannot participate in project tenders in the coming year. This study analyzes Service Providers who need resource readiness to complete the Project Schedule to Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation as SDGs

Theoretical Framework: The theory used is project management by Kerzner (2013), cost management stages by expert Gunn (2017), and risk management to be effective by Santosa (2009).

Methods: The method is descriptive qualitative. Data analysis by conducting interactive analysis, data reduction steps, data presentation, and drawing conclusions or verification.

Results and Discussion: This study indicates that the project work schedule must be completed according to the mutually agreed agreement letter. The Regional Government must coordinate and communicate with service providers so that they can complete the project by the Agreement, especially on blacklist sanctions against service providers and the Implementation of statutory provisions on construction services, risk management, and project financing management.

Conclusions: Applying the provisions of laws and regulations regarding Construction Services by implementing the terms of the agreement, apply risk management to the ad hoc project selection committee and the Public Works Department so that the risks of slow projects can be anticipated, and Implementing Funding and Time Management with resource planning with careful project cost estimation, cost budgeting, and cost control of changes to the project budget and Implement the project schedule according to the plan.

Keywords: service provider, sanctions, risk management, project financing and time management, project delays, sustainable development goals (SDGs).

¹ Graduate School, Universitas Terbuka, Jakarta, Indonesia. E-mail: dwiputranto@ecampus.ut.ac.id
² Department of Accounting, Faculty of Economic and Business, Universitas Muhammadiyah, Palopo Indonesia. E-mail: Junaidi@umpalopo.ac.id
³ Faculty of Laws, Social and Politics, Universitas Terbuka, Jakarta, Indonesia. E-mail: toraakadira@ecampus.ut.ac.id
⁴ Faculty of Laws, Social and Politics, Universitas Terbuka, Jakarta Indonesia. E-mail: muhtarom@ecampus.ut.ac.id
⁵ Faculty of Laws, Social and Politics, Universitas Terbuka, Jakarta, Indonesia. E-mail: bambangad@ecampus.ut.ac.id
⁶ Graduate School, Universitas Terbuka, Jakarta, Indonesia. E-mail: faizal@ecampus.ut.ac.id
1 INTRODUCTION

Many projects carried out by service providers cannot be completed due to several things, starting from the source of service providers who are not ready to complete the project by the contract signed with the Commitment Making Officer (PPK). In projects that experience delays every year, some are not carried out due to aspects of the contractor's organizational resources and the need for communication and coordination between budget users (PA) and commitment-making officials (PPK) who are responsible for the project. The implementation of the right time in carrying out the project is the success of the Contractor and Investor in carrying out the project and making the environment good because the atmosphere changes and the project objectives are achieved as well as satisfaction for the Government and the Project Owner (Aziz, 2013; Głuszak & Lesniak, 2015; Welde & Bukkestein, 2021). Many factors influence project delays, namely policy changes; consistent policy criteria and non-conflict licensing documents; design changes due to redesign or inappropriate designs (Hossen et al., 2015). Project delays are also very detrimental to the owner and significantly increase lawsuits for the owner, planner, and executor. So that the project can be carried out by implementing an on-time schedule by avoiding changes in the field (Cristóba, 2014).

In several countries, many contributing projects have experienced delays, one of which is the problem of delays in one of the countries of Saudi Arabia. The causes of delays are factors before project delivery, factors during project implementation, factors after project selection, and general factors (Alsuliman, 2019). In Project Management, a very influential factor is the project completion time. Time delay is a very significant factor and occurs a lot in the completion of construction projects (Aziz, 2013; Hamzah et al., 2011). A study conducted in Malaysia on construction practitioners, consultants, and contractors that caused delays identified five causes of delays, namely lack of
proper project planning and scheduling, too many changes by the owner, lack of supervision of the project site, intensity of sub-contractors, and financial problems. Factor analysis identified five managerial abilities affecting schedule delays: competency management, communication and coordination management, financial management, risk management, and location management (Yap et al., 2021).

Research conducted in Ethiopia impacts delays in the construction, pre-construction, and post-construction stages. The analysis shows that it is highly related. Average causes of delay are proportional to all stages; influential causes of delay investigated are corruption, unavailability of utilities, increase in material prices, lack of material quality, late design, slow delivery of materials, late in agreeing and receiving complete project work, lousy location, management and performance, slow funding, and ineffective project planning and scheduling (Gebrehiwet & Luo, 2017).

One of the things that became this research was observing the implementation of urban development. There are several projects in the Probolinggo City Government in 2022 that cannot be completed; there are four projects that need to be satisfied on time.

The implementation of physical development in Probolinggo City for the past year has received attention from the Probolinggo City DPRD. This is because there are seven development projects whose work is delayed. Four of them had to have their contracts terminated due to default.

The details of the results of the physical development were evaluated during a hearing (RDP) yesterday (4/1) at the Probolinggo City DPRD building. The RDP was held between Commission III and the Office of Public Works, Spatial Planning, and Residential Areas of the City of Probolinggo (DPUPRPKP).

The PUPRPKP Office, through its head of service, Setyorini Sayekti, explained that four development projects whose contracts were terminated included the installation of box culverts in Gladak Serang, construction of an access road to Maramis Park, contraction of Jalan Kerinci and Jalan Semeru. In addition, there were three projects whose completion was delayed. However, the contract was not terminated. Among other things, the rehabilitation of the
town square, repair of the public service mall (MPP) building, and Ar-Rozy Hospital.

The four projects whose contracts were terminated are considered to be in default. Because the work progress could be better. Installation of box culverts, with a project value of Rp 3.1 billion, has only been 65 percent completed. Then the access road to Maramis Park worth IDR 1.8 billion has only been worked on 29.5 percent.

Then, the repair of Jalan Kerinci with a value of IDR 1.14 billion, the progress is only 15 percent. And the lowest is the repair of Jalan Semeru, worth IDR 1.2 billion; only 3 percent has been worked on.

As for the three late physical projects, their progress at that time was almost 100 percent. And, after an extension of the working period, it is now complete. Among other things, the rehabilitation of the town square with a project value of Rp. 6 billion, the progress of the work is more than 95 percent. Likewise, the MPP rehabilitation worth Rp. 5.9 billion and the construction of the Ar-Rozy Hospital with a value of Rp. 179 billion, the progress of which is 95 percent more than (Pos, 2022).

"For 2022 yesterday, there were seven physical works that experienced delays. For four of them, we were forced to terminate the contract. Due to defaults, the progress of the work was meager," explained Rini, her nickname (Hermawan, 2023).

Commission III DPRD Kota Probolinggo asked the City Government of Probolinggo to impose severe sanctions on default partners. That is, given a blacklist sanction and announced nationally.

He still needs to Completed The Maramis-Gladak Serang Garden access road project, which has yet to make much progress. This is because he was negligent in carrying out his work, resulting in the contract's termination. Chairman of Commission III DPRD Kota Probolinggo Agus Riyanto said terminating a physical activity contract due to default would be a black record for implementing partners. He even questioned it. Because of that, it needs to be announced nationally. (Solopos.) the project implementer is declared in default.
So, the contract was terminated," he told Jawa Pos Radar Bromo. If the agreement has been released, according to Agus, the risk is that the executing partner will be blocked. According to the contract, said Robert, the work must be completed by December 28, 2022. He is also disappointed with the contractor from Gunungpati, Semarang City. Because of this, his party is pushing the PUPR-Perkim Service or Probolinggo City Government to block sanctions for implementing partners who default.

Furthermore, these partners may not participate in the tender in the following year. However, it does not count from the value of the package. When the contract is terminated, the executor must be blocklisted and announced nationally," he said. Promotion Regent admitted that he had predicted a delay in the construction of the RSUD project. When confirmed, the head of the PUPR-Perkim Office of Probolinggo City, Setyorini Sayekti, said that his party had discussed with APIP regarding the physical work involved. The contract was terminated. "If there is no penalty for being late, the result of Ar-Rozy Hospital even needs to be questioned. Apart from that, the construction of the river canal in the form of a plengsengan, everything has not been completed yet. Implementing partners who are considered in default are given blocklist sanctions (Jawa Pos, 2023).

Project implementation problems not resolved by the service provider are a question for the community in observing the work. The term of the service provider selection process is administrative, technical, and financial aspects. If you look at the trend, the percentage of work done is below 30%, and service providers are just doing it. Need more capital to work on or are still waiting for loan funds to carry out the project.

Previous research on projects that were not carried out on the factors of project delays can be seen in the results of Ruslan Ramang's study at al about the characteristics of delays in highway projects in Kupang City based on perceptions that examined the problems that occurred in the project implementation is incomplete highway projects in a timely, cost and quality that has been set. The purpose of this study was to determine the weighting of the factors that cause delays in the completion of a highway project according to the perception of stakeholders and a model of the delay in the completion
of a highway project in Kupang city. Data analysis technique using Microsoft Excel to obtain a weighting of the delay factors of each respondent, and using the Factor Analysis method to get the model of delay factors. The analysis results show that the main factor causing the delay of the highway project in Kupang city, according to the respondents of the contractor, is a delay in the provision of heavy equipment factor with a percentage of 4.64%. According to respondents, the consultant is a design error factor with a rate of 4.81%, and then according to respondents from Dinas PU is the scarcity of material required with a percentage of 4.53%. The result gained models of interpreted delays that project management factors (F1) provide the most impact on delays in the completion of a highway project in Kupang city, which is equal to 13.187%.(Ramang et al., 2017)

Hidayat’s research about Project Management Analysis of the Causes of Delays in Infrastructure Development in Bangun Purba Barat Village examines problems that often arise, which can result in the completion time of the infrastructure not being by the plan, resulting in delays. In project management, areas that are prone to causing delays in the completion of construction projects are a) planning and scheduling of work; b) scope of work documents (contracts); c) system of organization, coordination, and communication; d) preparation of resources; e) a system of inspection, control, and evaluation of work; f) other aspects (aspects beyond the ability of the owner and contractor). This study aims to determine the main factors that cause delays (SILPA) in infrastructure activities in Bangun Purba Barat Village, Bangun Purba District, and test the validity and reliability of questionnaire data. The research method was carried out by distributing questionnaires and interviews to village officials, BPD, and heads of hamlets I, II, and III. Questionnaire data was calculated using an index of importance and statistical tests using the moment product correlation formula. This study concluded that the main factor causing delays in infrastructure activities in Bangun Purba Barat Village, Bangun Purba District, Rokan Hulu Regency, based on the highest ranking value, was caused by the preparation of resources with an index of importance = 3,500. The results of testing the validity and reliability of the
questionnaire data show that the questionnaire data has a good and reliable value of validity and reliability. (Ilmiah Aplikasi Teknologi et al., 2022)

The research conducted by Adhiputra at all Analysis of factors Causing Delays in Toll Road Construction Projects (Case Study: "Medan-Kualanamu Freeway") problem about a delay constraint due to several factors, so the time is not matched with the construction schedule planning. This delay factor will increase the cost of construction and reduce the cost of investment in the toll road. This research looks at the cause of the delay factor in using interview questionnaires with respondents who worked on the project. Quantitative data analysis using a non-parametric statistical method, ordinal variables, Spearman rank correlation, Kendall's concordance correlation, and average values (mean rank). Based on the Analysis of the data used, the importance of the dominant factors of delayed highway projects, namely Medan-Kuala Namu Variable x7.7 (difficulty of land acquisition by the public) are the main factors have Kendall's value was 79.5%, and Spearman's 80.2% with a value of Mean, i.e., 3.8333; Variable x7.6 (going land dispute) has a value of Kendall's was 77.4%, and the value of Spearman's was 77.7% with a mean value is 3.6333; Variable x7.8 (security field work is less assured) have Kendall's value was 65.8%, and Spearman's was 70.2%, the value of Mean is 3.4667. which includes aspects of Four Majeure; and Variable x1.2 (lack of human resources in the field), which contains elements of labor, has Kendall's value was 55.4%, Spearman's value was 50.2%, and the value of Mean 1.055326. Based on the value of Kendall's and Spearman's highest variable x7.7 (difficulty of land acquisition by the public) x.7.7 variable is the leading cause of delay in this project(Adhiputra et al., 2017).

Research conducted by Pinori at all about Factor analysis of delays in the completion of building construction projects on quality, cost, and time at the Menado City Public Works Office regarding the problem of the results of a literature review, there are 42 factors causing delays in building construction projects, after analyzing which factors are the most influencing project delays by ranking, ten factors were found to cause delays: (1) inappropriate schedule planning, (2) fuel price increases, (3) insufficient volume of material sent to locations, (4) project implementation in quarterly third (end of the fiscal year),
(5) errors in planning and specifications, (6) subgrade conditions are different from expected (unstable), (7) errors in interpreting drawings and specifications, (8) bad weather (floods, landslide), (9) labor shortage (10), poor implementation of the stages of work. Then the factors that cause delays are analyzed to find a relationship to how much influence the factors that cause delays have on inappropriate schedule planning. With their respective correlations, 0.529, 0.490, and 0.226, meaning that the three delay factors affect 52.9%, 49.0%, and 22.6% on inappropriate schedule planning. The cooperative relationship between the nine variables that cause delays in changing the schedule becomes inappropriate, as seen from the results of the calculated F value of 3.07. This price is then consulted with the F table. For dk quantifier = 10 and dk denominator (50 - 10 - 1) = 39, then it is obtained for 5% Ft = 2.08; conclusion Fh 3.070 > Ft 2.08, then the multiple correlation coefficient tested is Significant with an R number of 0.639 shows that the correlation or closeness of the relationship between the nine variables causing delays to inappropriate schedule planning is the independent variable is strong(Pinori et al., 2015).

In this research, the problem of construction project work being late and entering into contract termination by analyzing project management on time management and project costs.

This research aims to solve the problem of project delays by providing solutions to coordinate and socialize the provisions of the construction services legislation, implementing risk management, and construction project financing management.

2 THEORETICAL FRAMEWORK

In discussing slow construction projects, we must look at the literature on project management with basic concepts and principles. Project management is the management of a project. The approach used in project management is identical to the functions/principles of classical management. Kerzner (2013) defines project management as follows: “The planning, organizing, directing, and controlling of company resources for a relatively
short-term objective that has been established to complete specific goals and objectives." (Kerzner, 2013)

Project Manager Roles and Responsibilities: Focus on the project manager's essential skills and duties so that the project can run according to the contract. Kassel proposed a project management framework through the "A Strategic Framework for Public Sector Project Management" model. An essential question in managing projects is: "What is the most important way to keep public sector projects on schedule, avoid excess costs, and avoid other performance problems?".

The strategic framework model for public sector project management focuses more on the relationship between public sector managers and consultants/contractors. The main aim of this framework is to help project managers overcome challenges in public sector project management. A public sector project manager is a party from a public sector organization responsible for a public project's success. Project managers work with various parties, such as consultants and contractors.

Project Scheduling and Control and how to create an effective schedule and regularly track project progress. Project time management is an essential aspect of completing a project. The time management function is divided into five processes, namely:

1. Defining project activities;
2. Sequencing activities;
3. Estimating activity duration;
4. Developing schedules;
5. Controlling and controlling the project schedule.

The definition of "activity" is a work/activity element that is usually found in a work breakdown structure that requires duration, costs, and resources. Sequencing of activities, which in general should be based only on technological constraints according to the project's objectives. Next, estimating activity duration will involve estimating the number of work periods required to complete each specified activity. Developing and controlling a schedule is critical to project success.
Cost estimates are among the most important things and must be prepared at the project conception stage. Accuracy in estimating costs can determine success in project implementation. Project cost management is a process or activity required to ensure the project will be completed within an approved budget. To facilitate the project budgeting process, expert Gunn (2017) suggests cost management stages, namely:

a. Cost Estimating, Estimating the costs needed to complete the project;
b. Cost Budgeting, which combines estimates of the costs of resources needed, work packages, and other activity costs to form a systematic cost plan;
c. Cost Control (Cost Control). Factors that cause cost fluctuations can be controlled with several cost management tools. (Gunn, 2017)

Risk management can affect projects; project risks are uncertain events that, if they occur, have a positive or negative influence on at least one project objective (time, cost, scope, quality). Risks may have many causes, making it possible to cause more than one impact. Shortreed in Santosa (2009: 192) states that risk is a combination and consequence of an event without ruling out the possibility that there is more than one consequence for one event, and the consequence can be a positive or negative result. Risk is also defined as a measure of the probability and consequences of not achieving project objectives (Kerzner: 1281). (Kerzner, 2013)

Project risk management is a systematic process for planning, identifying, analyzing, and responding to project risks. Risk management is also defined as identifying, measuring, and ascertaining risks and developing strategies to manage these risks (Santosa, 2009, p. 193).

In order for risk management to be effective, according to Santosa (2009:195), namely:

1. Systematically identify, analyze, and assess risks at the start of a project and develop a plan to address them;
2. Allocate responsibility to the parties best suited to manage risk;
3. Ensure that the costs of handling risks are small enough compared to the value of the project. (Santosa, 2009a)
3 METHODOLOGY

The method used in this research is descriptive qualitative. Primary data collection through direct interviews with Budget Users (PA), Commitment Making Officers (PPK), and Service Providers/Contractors through mass media content and secondary data through websites, mass media, journals, books, and others. Data analysis is done by carrying out iterative analysis. Namely, there is repetition and linkages between data collection and analysis (Corbin, J., & Straus, 2008). Meanwhile, according to Miles and Huberman (1994), analysis of qualitative data by collecting data, displaying data, namely data that has been compressed into a form to help collect data, condense data or reduce data, namely the process of selecting, focusing attention, simplifying, summarizing and transforming raw data. And drawing conclusions or verification, namely the process of concluding research results while verifying that these conclusions are supported by data that has been collected and analyzed. Miles and Hubberman Interactive Data Analysis as shown in Figure 1 below (Miles and Hubberman, 1992). The analysis uses an inductive approach whose findings emerge from the data to be confirmed with existing theory (Leedy, P.D, & Ormrod, 2005; Samiaji, 2021).

The background and subjectivity of the researcher strongly influence the interpretation of the results of qualitative data analysis. (Meyer, 2013; Myer, M.D., & Avison, 2002).
4 RESULTS AND DISCUSSIONS

4.1 PROJECT DELAYS PROPERTY

Projects implemented and carried out by contractors are planned according to planning and implementation in the field before the project is announced in the media as the start of a performance by conducting project tenders by looking at various aspects ranging from administrative, technical, and financial so that project implementers have no doubts in project implementation. However, there was a change in performance because the contractor needed to agree to the agreed work agreement and design. The implementation of the 2022 budget implemented by the City Government of Probolinggo is marked by projects that are not late. General and specific descriptions of projects that are late and out of contracts in 2022 that occur by the case in the Probolinggo City Government are presented in Tables 1 Project Delay in 2022 and Tabel 2 Project that are late and out of contract below:
Table 1

Projects Delayed in 2022

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Projects</th>
<th>Late Contract termination</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>11</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>2020-2021</td>
<td>-</td>
<td>-</td>
<td>Project Funds diverted to Pandemic Covid 19</td>
</tr>
</tbody>
</table>

Source: DPUPR PKP Probolinggo City, 2022

Table 2

Projects that are Late and Out of Contract

<table>
<thead>
<tr>
<th>No</th>
<th>Project Name</th>
<th>Project Value (Billion)</th>
<th>Employment Percentage (%)</th>
<th>Penalty</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Installation of Box Culverts</td>
<td>3,1</td>
<td>65</td>
<td>Late</td>
</tr>
<tr>
<td>2</td>
<td>Jl. Translucent Maramis</td>
<td>1,8</td>
<td>29,5</td>
<td>Blacklist</td>
</tr>
<tr>
<td>3</td>
<td>Repair Jl. Kerinci</td>
<td>1,14</td>
<td>15</td>
<td>Blacklist</td>
</tr>
<tr>
<td>4</td>
<td>Repair Jl. Semeru</td>
<td>1,2</td>
<td>3</td>
<td>Blacklist</td>
</tr>
</tbody>
</table>

Source: DPUPR PKP Probolinggo City, 2022

At the beginning of the project is planned, the duration of the activity is designed with the available resources (regular resources). As time goes by, when you want to speed up the completion of work for specific reasons, this will undoubtedly increase costs. There are several reasons why project costs can swell, according to Santosa (2009) (Santosa, 2009b), namely: a) Inaccurate and uncertain information: important for estimation purposes is information on material and labor prices that were in effect when the project was implemented. Our estimated value is only quite right if the information is complete and accurate. In addition, information regarding the scope of work to be carried out must also be clear. The size of the work will determine the costs to be incurred; b) Design Changes: If there is a design change desired by the user, it will result in the need to redesign the work, resources, and materials that are owned. This, of course, will increase costs; c) Socioeconomic Factors: Socioeconomic factors that affect the increase in costs are labor strikes, consumer actions, trade embargoes, devaluation of the currency, and scarcity of resources; d) Type of Project Contract: Contracts with fixed prices will cause contractors to be more careful in controlling project costs. This can happen because whatever charges are incurred, the user will pay a fixed price.
Meanwhile, for this type of reimbursement, the contractor will be more flexible in controlling costs.

In implementing road construction work, boiling mix, or asphalt work, the contractor usually takes a long time to start work. The contractor only starts the preparatory work and starts work when the time is nearing the end of the contract. Or starting road paving with other hot mix work in the district or city concerned and agreeing to begin hot mix work with other contractors regarding work shifts, labor, and equipment. This may make it easier for Asphalt or Hotmix Suppliers to send orders together and reduce or reduce transportation costs in a city/district.

According to Dimyati and Nurjaman (2014: 367) (Dimyati, Hamdan, 2014), there are ways to deal with budget swelling: a) Additional Working Hours (Overtime): If the contract documents demand a short work schedule, the possibility of overtime work programs should be considered to meet the target time; b) Distribution of Shifts: If sufficient labor is available to meet demand, it may be possible to arrange it in an alternate way, namely, the unit of workers shifts from afternoon to evening. To keep this productivity constant, work shifts are prioritized, and efforts are made so that a worker can work together with his team; c) Additional Labor: The addition of labor is intended to increase the number of workers in one unit of endeavor to carry out an activity without increasing working hours. The optimum addition of delivery will increase work productivity, but more expansion is needed to reduce work productivity; d) Equipment Addition or Change: The addition or replacement of equipment is intended to increase work productivity, prevent excessive work fatigue, and reduce the number of human workers.

From the results of the literature review, there were 42 factors causing delays in building construction projects. After analyzing to find out which factors most influenced project delays by ranking, ten factors were found to cause delays: (1) inappropriate schedule planning, (2) increases in the price of fuel, (3) the volume of material sent to the location is not enough, (4) the implementation of the project in the third quarter (end of the fiscal year), (5) errors in planning and specifications, (6) the condition of the subgrade is different from what was expected (not stable), (7) errors in interpreting
drawings and specifications, (8) bad weather (floods, landslides), (9) labor shortages (10), poor execution of work stages (Pinori et al., 2015).

In project management, areas that are prone to causing delays in the completion of construction projects, namely: 1) Work planning and scheduling; 2) Scope of work documents (contracts); 3) Organization, coordination, and communication systems; 3) Preparation of resources; 4) Work inspection, control, and evaluation system; 5)Other aspects (aspects beyond the ability of the owner and contractor).

This study aims to determine the main factors that cause delays in the remaining budgetary financing (SILPA) for infrastructure activities in Bangun Purba Barat Village, Bangun Purba District, and test the validity and reliability of questionnaire data. The results of this study concluded that the main factor causing delays in infrastructure activities in Bangun Purba Barat Village, Bangun Purba District, Rokan Hulu Regency, based on the highest ranking value, was due to the preparation of resources with an interest index = 3,500. The results of testing the validity and reliability of the questionnaire data show that the questionnaire data have excellent and reliable truth and reliability values.(Ramang et al., 2017; V. Nabut et al., 2021) (Scientific Technology Applications et al., 2022)

The Commitment Making Officer (PPK) for road construction said that contractors who experienced delays and did not work on the project were subject to a work blacklist not because of factors that generally hindered project completion by the results of Rossela's research at al, whether factors, cost delays, worker restrictions (Social Distancing), cessation of the process of goods and services caused by the reduction of government circulars(Rossela & Hudori, 2021).

4.2 SOLVING PROJECT DELAYS

Delays and not working on projects is a separate note and becomes a matter of question whether, at the time of selection, the history of the executor in the financial aspect was checked? For the problem of contractors who cannot complete the work, solutions can be taken with the following steps:
4.2.1 Implement the provisions of the laws and regulations regarding construction services

In overcoming the problem of contractors not working on projects and work progress below 30% and the government has complied with the provisions of the legislation on the procurement of goods and services and other laws and regulations by applying a blacklist to contractors that the company cannot get work for two years.

Whereas contractors who experience work late due to technical factors in the field or the result does not meet the deadline set by the Goods User (PA) / Commitment User Officer (PPK) or according to the stipulated contract, the PPK can extend the work as long as the work is still within the budget year. In deciding Contractors who do not work on PPK projects decide on contracts By Presidential Regulation Presidential regulation number 16 of 2018 concerning Procurement of Goods and Services (Keynezhad & Goharshenasan, 2022). The Contract Termination Letter will be handled by the District/City Inspectorate, who will summon the Contractor and provide a Blacklist letter stating that the Contractor cannot participate in the procurement of goods/services for two years.

4.2.2 Implementing Risk Management

In Project Planning, it is necessary to carry out Risk Management so that the project can run smoothly. The Project Planner, in this case, the Public Works Service, must have a Project Management review on the project to be implemented, especially for projects handled by contractors. Budget Users and Commitment Making Officials (PPK) do not know the risks that will occur if the executor does not carry out the project. The contractor must also apply risk management if the loan funds are unavailable and other factors and blacklist the company if the work is not carried out. (Nisa et al., 2020). Risk Management Analysis is also applied to the Ad-hoc Project Selection Committee so that it can ensure the selection of contractors who are really working on the project by anticipating the risks of the project being carried out.
Based on the results of the analysis of risk factors using Principal Component Analysis based on events, the risk aspects are obtained, namely; aspects of management control and production, aspects of human resource management and social culture, elements of materials and equipment, aspects of education and finance, aspects of planning, aspects of weather and supervision, aspects of price and budget, and aspects of Occupational Health and Safety (K3). Based on the consequences, the risk aspect is obtained, namely; material, equipment, and time aspects; location aspects; human resources and quality; socio-cultural aspects; occupational health and safety (K3); supervision aspects, budget aspects, planning factors, weather aspects, and price aspects. The most influential risk level is based on events, namely, High Risk, consisting of parts of price and budget costs. Significant Risk consists of material and equipment aspects, educational and financial aspects, planning factors, weather aspects, and supervision. Medium Risk consists of control and production management aspects, human resource management and socio-cultural aspects, and Occupational Health and Safety (K3) aspects. The level of risk is based on consequences, namely, the High-Risk element of supervision. Significant Risk, location aspect, human resources and quality, socio-cultural aspect and Occupational Health and Safety (K3), planning aspect, weather aspect, and price aspect. Medium Risk, material aspects, equipment and time, and budget aspects. (Lokobal et al., 2014).

Success Factors Contraction Project

From the above analysis, the most influential risk level is based on events, namely, High Risk, consisting of parts of price and budget costs.

Analysis conducted by Norken et al. found that there are five (5) unacceptable risks, namely political content in determining project priority scale, damage to facilities due to lack of awareness and sense of ownership by users in maintaining facilities, delayed work progress due to inadequate contractor financial management professional, the contractor neglected the director’s instructions and damaged, cracked and damaged the facility before the final handover. It is explained here that work progress is delayed due to unprofessional contractor financial management. (Norken et al., 2012)
4.2.3 Implementing Financing and time Management

The large number of projects handled by contractors has brought new problems, one of which is the problem of project financing which has a significant impact on the success of a project. This is where project financing management is needed from the beginning of project planning to the end of the project completion so that contractors can carefully consider all factors affecting contractor financing management in a construction project. (Fahriani, 2020)

Cost management is part of project management with the understanding of science and art related to leading and coordinating human and material resources using modern management techniques to achieve predetermined goals, namely the scope of quality, schedule, and Cost, as well as fulfilling the wishes of the project. Stakeholders. (Project Management Body of Knowledge (PMBOK), 2017; Putra et al., 2020). While planning, organizing, directing, and controlling a company's resources for short-term goals, which have been set to complete the goals and targets that have been determined. (Adhiputra et al., 2017; H. Keizner, 2009; Kasus et al., 2022).

In general, according to the Project Cost Management Overview (PMBOK 6th edition 2017). Project cost management is divided into four main parts: plan cost management, estimate Cost, determine budget, and control Cost. While Cost is all or all resources that must be sacrificed to achieve a specific goal or to get something in return. Costs are generally measured in monetary units in the form of rupiah, dollars, and so on. Meanwhile, project cost management is a process of activities required to ensure the project will be completed within an approved budget.

Project management is carried out to create a close link between planning and control. This is mainly due to the rapid change in activities, which occurs only once. (Pinori et al., 2015). Several processes that affect project cost management, such as resource planning, aim to determine what resources are used and in what quantity. Cost estimating seeks to compile an estimate of the costs and resources needed to complete a project. Cost budgeting aims to make an overall estimated cost allocation into the details of work to establish
a baseline as a performance measure. Cost control (cost control) seeks to control changes in the project budget (Faktor -faktor Manajemen Pembiayaan Proyek Yang & Ronald Simanjuntak, 2020; Nugroho, 2012; C. Utomo et al., 2022; J. Utomo et al., 2022).

Time management is essential in a project so that the target is right and the implementation of activities can be scheduled. Developing and controlling a schedule is critical to project success. A slight delay in just one activity can result in extended delays for the entire project. Imagine what would happen if, because of a delay in one activity, the next activity had to be postponed. (Susanti, 2022)

5 CONCLUSION

The first conclusion can be drawn from the results of the discussion on slow and unworked project implementation. Applying the provisions of laws and regulations regarding Construction Services by implementing the terms of the agreement or contract that has been agreed upon and socializing the conditions regarding not yet or not working on the project, the company will not get a job for two years or blacklisted as a provider throughout Indonesia. Second, apply risk management to the ad hoc project selection committee and the Public Works Department so that the risks of slow projects can be anticipated. They are third, Implementing Funding and time Management with resource planning with careful project cost estimation, cost budgeting, and cost control of changes to the project budget and Implement the project schedule according to the plan. The expected research contribution in this research is to provide input and increase insight into slow project implementation, which often occurs every year in Government projects, and to add theoretical studies in project construction research.
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